Commonwealth of Virginia
Appalachian Regional Commission

2006 ARC Asset-Based Development Initiative

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Funding Strategy
and Request for Proposals

DHCD

Department of Housing and Community Development

Commonwealth of Virginia
Appalachian Regional Commission Program

2006
Virginia ARC Asset-Based
Development Initiative

Request for Proposals

Department of Housing and Community Development

The Jackson Center
501 N. 2nd Street
Richmond, VA 23219

2006 Virginia ARC Asset-Based Development Initiative

State Strategy and Request for Proposals

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Virginia Appalachian Regional Commission Program

The Appalachian Regional Commission, or ARC, is an independent Federal agency created through the Appalachian Regional Development Act of 1965. ARC's mission is to be an advocate for and partner with the people of Appalachia to create opportunities for self-sustaining economic development and improved quality of life.

Virginia is one of thirteen states in the ARC region. The Appalachian Regional Commission programs, other than the Highway program, are administered in the Commonwealth of Virginia by the Virginia Department of Housing and Community Development. The Virginia ARC Program is managed by:

William C. Shelton
Director
ARC State Alternate

Todd M. Christensen & **Denise Ambrose**
Associate Director   Program Manager
ARC Program Managers

In Virginia, twenty-three counties and seven independent cities are eligible for in the ARC program. These localities are as follows:

Alleghany County	Russell County
♦Bath County	Scott County
Bland County	Smyth County
●Botetourt County	Tazewell County
Buchanan County	Washington County
Carroll County	Wise County
Craig County	Wythe County
*Dickenson County	City of Buena Vista
Floyd County	City of Bristol
Giles County	City of Covington
Grayson County	City of Galax
Highland County	City of Lexington
Lee County	City of Norton
Montgomery County	City of Radford
Pulaski County	
Rockbridge County	

Virginia receives funding from the Appalachian Regional Commission on an annual basis and through special initiatives for distribution in these localities. Virginia prepares a State Strategy on an annual basis which guides its use of ARC funding.

*This County is designated as a Distressed County by ARC
●This County is designated as an Attainment County by ARC
♦This County is designated as a Competitive County by ARC

Virginia ARC Asset-Based Development Initiative

In 2005, ARC introduced the Asset-Based Development Initiative with the goal to build a strong and sustainable asset-based economy, bringing jobs and prosperity to Appalachian communities while preserving their character. Replacing the previous Entrepreneurship Initiative, this new program seeks to develop the cultural, natural, community, structural, and local business and economic assets of the Region. Virginia will direct funding into two programs under the 2006 Regional Initiative: the Virginia ARC Telecommunications Initiative and the Virginia ARC Asset-Based Development Initiative.

Asset-based development does *not* focus on filling gaps in the development landscape, or on the provision of amenities, which often occurs at the expense of leveraging unique assets and community strengths. For example, supporting a unique community asset like the Carter Family Fold is a compelling asset-based activity, while engaging with local wellness centers, which are not unique to the Region and are based in many mid-sized communities, would not. In general, support for local ballets, provision of water or sewer lines, and studies for access roads do not fit well into an asset-based development framework.

Outcome-Based Implementation
Virginia's ARC Asset-Based Development Initiative program will be implemented on an outcome basis. Virginia, along with ARC, views its role as that of an investor. In the outcome context, proposals must demonstrate a direct relationship between intended project efforts and measurable, tangible improvements to the economic health of the community being served. Proposals must clearly present performance targets, products, and outcomes. Performance targets are the key events and milestones in the implementation of a project. Products are the near-term results of a project, such as the number of participants in training events or number of businesses receiving assistance. Outcomes are the long-term results of a project, such as the number of new businesses created and the number of new jobs created or retained. Virginia ARC ABDI budgets and contracts must be based on performance targets and products. Examples of performance measures can be found in Appendix B.

Implementation Strategy
A total of up to $170,000 is available in this round of funding for the ABDI program. DHCD reserves the option to add additional ARC funds, if available. Proposals must be submitted to DHCD (or postmarked) by **Wednesday, October 5, 2005**. Proposals should target project implementation. The maximum amount of Virginia ARC ABDI assistance available to **Distressed Counties is $50,000**. The maximum amount of Virginia ARC ABDI assistance available to **Transitional and Competitive Counties is $40,000**.

Required Match
All Virginia ARC ABDI assistance must be matched **dollar for dollar or 50% match** with local (non-Federal, non-State) funding, except in the following localities:
>   Bath County - Must provide 70% match for 30% ARC ABDI
>   Dickenson County - Must provide 20% match for 80% ARC ABDI

<u>Eligible Projects</u>
Implementation of projects which address one of the five key elements of asset-based development are eligible, including:

- **Cultural Assets –** Promotion of arts, culture, and heritage products or businesses; examples are:
    - o Creating heritage trails
    - o Developing apprenticeship programs
    - o Supporting locally-based entrepreneurs
    - o Marketing / branding of cultural assets
    - o Support for "greening" of traditional industries

- **Natural Assets –** Capitalizing on the Region's mountains, rivers, forests, and lands (ecological assets) to promote economic development or to diversify the local economy; examples are:
    - o Promotion of outdoor sports and recreation
    - o Value-added farming, organic farming
    - o Sustainable timbering and value-added processing
    - o Development of communities as gateways to cultural amenities

- **Leadership/Community Assets –** Training and preparation of local sparkplugs to be civic leaders; examples are:
    - o Business / leadership programs
    - o Technical assistance to establish boards or governing bodies

- **Structural Assets** – Utilizing the existing built-environment
    - o Brownfield redevelopment; examples are:
    - o Finding new uses for old buildings, such as conversion of overlooked and underused facilities into business or commercial centers, business incubators, or educational uses
    - o Targeted aspects of downtown revitalization

- **Business / Economic Assets** – Supporting local existing and expanding businesses; examples are:
    - o Innovative finance mechanisms
    - o Educating current and future entrepreneurs
    - o Physical or operational assistance to a small business incubator that provides a broad array of entrepreneurial assistance services
    - o Market research and feasibility studies to identify potential areas for new business or business expansion
    - o Product development assistance resulting in the creation of new businesses and / or jobs

Ineligible Projects

The following types of proposals will be considered ineligible for 2006 Virginia ARC ABDI funding:

- Those that do not support the ARC goals for the Asset-Based Development Initiative, including those targeting assistance for non-local businesses
- Those that do not present clear outcomes for the Virginia ARC ABDI investment
- Those that do not add significantly to currently available resources

Eligible Applicants

Non-profit organizations, educational institutions, Local Development Districts (Planning District Commissions), and state and local governmental entities are eligible to apply for Virginia ARC ABDI funding. Private organizations or for-profit businesses are not eligible to apply.

ARC Resources

Applicants are encouraged to visit the ARC website at: www.arc.gov . This site contains numerous data sets, research reports, and links to other sources of information.

Proposal Submission

It is strongly suggested that applicants contact DHCD to discuss the submission of their proposal. This discussion will ensure that the applicant's proposed idea is eligible and will provide insight regarding DHCD's investment philosophy on the proposed project. **An original and four (4) copies of the proposal must be received or postmarked by 5:00 pm on Wednesday, October 5, 2005**.

All proposals must contain direct responses to all required items, must be printed in a font size no smaller than 12 point, and must provide well organized information in the form of complete sentences, proper paragraphs, and bulleted lists, charts and tables, where appropriate. Only relevant attachments should be included and these should be organized, preferably, in tabs behind the RFP response.

All proposals should be assembled using a binder clip. Please do not assemble proposals using staples, 3-ring notebooks, or other forms of binding.

Questions arising during letter of interest and proposal preparation may be directed to one of the following contacts:

Todd Christensen
Associate Director
(804) 371-7061
Todd.Christensen@dhcd.virginia.gov

Denise Ambrose
Program Manager
(804) 371-7029
Denise.Ambrose@dhcd.virginia.gov

Chris Thompson
Policy Analyst
(804) 371-7056
Chris.Thompson@dhcd.virginia.gov

Virginia ARC Asset-Based Development Initiative – State Strategy

Timetable
The Department anticipates completion of proposal reviews by late November 2005. Notice of funding decisions should follow in the early 2006. All proposals should include performance targeting, Products, and outcomes which can be achieved within a one year contract. Some long-term outcomes may be projected for up to one year beyond ARC ABDI contract expiration, but must be tracked. **Proposals should assume the receipt of contracts and initiation of activities by August 2006**.

Planning District Commission Review
Copies of Virginia ARC ABDI Proposals must be provided to the local Planning District Commission (Local Development District). The purpose of this requirement is to keep the PDC informed of potential projects. The PDCs are also available to assist applicants in developing projects. The PDC role is not to accept, reject, or otherwise screen these proposals.

Virginia's Planning District Commissions

Lenowisco PDC
Mr. Ronald C. Flanary
6913 Duff-Patt Road
P.O. Box 366
Duffield, Virginia 24244
Phone: (276) 431-2206

Cumberland Plateau PDC
Mr. Andrew Chafin
P.O. Box 548
Lebanon, Virginia 24266
Phone: (276) 889-1778

Mount Rogers PDC
Mr. David Barrett
1021 Terrace Drive
Marion, Virginia 24354
Phone: (276) 783-5103

New River Valley PDC
Mr. David W. Rundgren
6580 Valley Center Drive
P.O. Box 21
Radford, Virginia 24141
Phone: (540) 639-9313

Roanoke Valley-Alleghany RC
Mr. Wayne G. Strickland
P.O. Box 2569
Roanoke, Virginia 24010
Phone: (540) 343-4417

Central Shenandoah PDC
Mr. William H. Strider
112 MacTanly Place
Staunton, Virginia 24401
Phone: (540) 885-5174

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Request for Proposals

PROPOSAL COVER SHEET
All proposals must include a completed cover sheet. Applicants must format this sheet inaccordance with the Proposal Cover Sheet Template included as **APPENDIX A** to this Request for Proposals. **COPIES OF ALL PROPOSALS MUST BE PROVIDED TO THE LOCAL PLANNING DISTRICT COMMISSION FOR REVIEW. DOCUMENTATION OF THIS ACTION MUST BE INCLUDED AS ATTACHMENT #7.**

Project Name and Type:
Provide the name or title you have given to the proposed Virginia ARC ABDI project, such as "New Century Regional Artisan Trail."

Applicant Contact Information:
Provide the name, address, and phone number of the entity eligible to submit this proposal, such as "New Century Assistance, Inc., 21 RF&P Lane, New Century, VA 22000, (540) 555-2222". Also provide the name, title, phone number (if different from the applicant number), and e-mail address of the primary contact person. In addition, please provide the name and contact information for the person who **prepared** this proposal (if different than above).

Project Location:
Indicate which locality (or localities) is (are) covered by project benefits and, where possible, the specific location to be impacted by the project as defined by place name, boundaries, building, or other features. For example, "Stone County including the Towns of New Century and Hollowville". **Include all relevant maps as Attachment #1**.

Census Tract Information:
Provide the census tracts, per the 2000 Census, that will be served by this project.

Project Funding Summary:
Enter the amount of resources to be included in this project in simple table form. Specify the amounts for each of the following categories and the percentage of the total project cost each represents**: ARC, Local/Applicant, Other Federal, State, Private, and Non-Profit/Other**. In this table, add the amounts in these categories to develop a Total figure and add the percentages to arrive at 100%. THESE AMOUNTS, SOURCES, AND PERCENTAGES SHOULD BE IDENTICAL TO THOSE LISTED IN LATER SECTIONS OF THE PROPOSAL FORMAT. A sample table is as follows:

Source	Amount	Percentage
ARC	$30,000	50%
Local/Applicant	$15,000	25%
Private	$15,000	25%
TOTAL	$60,000	100%

PROPOSAL COMPONENTS
Applicants must provide complete, concise responses to all proposal elements:

Project Outcomes:
Detail the specific long-term benefits, or outcomes, of this project. Describe how utilizing, promoting, and/or enhancing the area's assets will work to increase economic activity to a measurable degree. Quantifiable diversification of the local economy relative to efforts establish tourism-based destination points to increase tourism-related visits, create complementary businesses, and increase the revenue stream into the area are examples of outcomes that meet the Asset-Based Development criteria. Indicate the NEED for the project, specifying both the need for Virginia ARC ABDI funding as well as the challenges and opportunities the project will address. Any relevant data derived on plans, studies, statistics, or surveys should be included. The sources of such data should be cited (title, date, page numbers). Explain how the proposed project leveraged resources to revitalize the community. Consult **APPENDIX B** for additional examples of project outcomes. Some project outcomes may be projected for up to one year after contract termination, but must be tracked if identified.

Leveraged Private Investment
Identify private sector commitments that follow as a result of the completion of this project. Estimates for the leveraged private investment (in dollar amounts) and associated job impacts for a three-year period following the completion of this project should be included.

For example: Amount of private funds invested in relocation to the project area / region by Business X due to the revitalization of the business district.

Letters of commitments by private companies should be included in Attachment #3 (if these investments are known at this time). *Leveraged private investment should not be confused with any direct private contribution to the ARC supported project funding (any funds that are actually a part of the project cost).*

Project Products:
Briefly describe the activities to take place during the life of the proposed project for which you are seeking Virginia ARC ABDI funding. How many jobs will be created or how many new businesses will be created? What training or assistance efforts will be undertaken and how many individuals or organizations will participate? How many buildings / structures will be reconditioned or revitalized? Consult **APPENDIX B** for examples of project Products. With few exceptions, Products should occur within a one year contract period. **Proposals must include an ARC Project Summary as Attachment #6** (see **APPENDIX C**)

Performance Targets and Work Plan:
Create a three column table. In column one, provide the sequence of key events and milestones in accomplishing the project (performance targets), including the identification of project and quantification of project benefits. In column two, indicate the cost that corresponds with that particular milestone. In column three, list the projected start and/or completion dates for each event and milestone.

The established timetable should show implementation within a 12-month period following receipt of an Virginia ARC ABDI contract. **With few exceptions, no timetable should show initiation of project activities, especially those targeting the use of Virginia ARC ABDI funding, prior to August 2006.** This should allow more than enough time for all precontract issues to be resolved between the applicant, DHCD, and ARC. A sample table depicting the performance targets and work plan for an entrepreneurial training program follows:

Performance Target	Cost	Date(s)
Solicitation of input on rails to trails program	*$ 500*	*8/15/06*
Identify and complete necessary infrastructure improvements	*$ 20,000*	*8/15/06 –11/15/06*
Development of a marketing materials	*$ 3,000*	*9/15/06 –12/15/06*
Provision of financial assistance to 3 new businesses	*$ 30,000*	*1/30/07 –3/30/07*
Document success of new business starts	*$ 1,000*	*3/30/07 – 5/14/07*
Document increase in tourist-related visits	*$ 1,000*	*3/30/07 – 7/14/07*

Project Beneficiaries:
Provide the number of persons to be served within one year of project completion and provide a discussion of the methodology used to derive this number. **Provide attachments in support of these beneficiary claims in Attachment #2 to the RFP response**. As this number is used in scoring ARC proposals, DHCD reserves the right to make adjustments to claimed numbers or ask for supplemental information.

Readiness:
Explain how this project is ready to proceed. Why is now the appropriate time to undertake this effort? What steps have been taken to get the applicant and its proposed beneficiaries ready for this project? Is there an appropriate level of energy and degree of will among the organization and its partners to see this effort through to completion?

Capacity:
Provide the names and profiles of the individuals who will be responsible for delivering the project's services. Provide the name and profile of the individual with the most project responsibility first, followed by information on the person with the next highest level of responsibility, and continue in this order until all relevant individuals have been identified. Identify the skills, knowledge, and attributes each individual possesses and the value these provide to the overall project effort. Provide information, where applicable, on how the different attributes of the different individuals may be complementary. Identify any roles which have not yet been filled.

Support:
Identify those individuals, organizations, and community partners including names and telephone numbers, which have committed to support implementation and completion of this project. Provide information on the type and level of support provided and the value of this support to the overall project. Identify any individuals expressing an interest in participating as a project beneficiary, providing, also, their names and telephone numbers. **Include any letters from these individuals and entities in Attachment #3**.

Sustainability:
Explain why Virginia ARC ABDI funding is required for this project. Would the Virginia ARC ABDI funding enable a project which would not otherwise be possible? Is the state or local government committed to providing on-going support? Are there private sector partners that wil continue to provide funding? How important is the Virginia ARC ABDI funding to this project? Will the project generate income to support on-going operations? Discuss, also, the plans for continuation of the project following Virginia ARC ABDI funding. How will this project become self-sustainingcl

Cost Summary and Budget Narrative:
The Cost Summary consists of the three elements: Project Budget, Derivation of Costs, and Status of Other Funding.

Project Budget
Using the Budget format from **APPENDIX D** as a guide, construct a project budget. The budget should, as the name suggests, show **ALL** sources of funding and the use of this funding relative to each **Performance Target**.

Derivation of Costs
Detail the methodology used to determine each amount listed in the project budget. List each activity and activity component, their related cost estimates, and those unit costs or otherwise which provide the basis for these estimates. Identify the information sources and/or methodologies used to generate these cost estimates and give the dates that the estimates were developed. **Documentation from these information sources in support of the cost estimates should be included in Attachment #4**. Costs will be reviewed for reasonableness. If there are conditions exerting upward pressure on your costs, please explain.

Status of Other Funding
Indicate the current status of all non-ARC funds to be used on the project. List the general categories from the **Project Funding Summary** on this proposal's cover sheet and the specific funding sources under these categories (Federal – USDA, HUD, and so on; Local – Town, Non-Profit, and so on). SPECIFY THE AMOUNT ANTICIPATED FROM EACH SPECIFIC SOURCE. Provide information on the project's position within the funding cycles of each source, the anticipated timing for release of each source of funding, the level of funding commitment received to date (firm; not contingent on future approval), and adequate, specific supporting documentation (recent letters, contracts, or resolutions). **Letters of commitment and other documentation of other funding should be attached to the RFP response in Attachment #5.**

ATTACHMENTS
1) Maps:
For all projects, provide a map within at least a 10-mile radius, clearly showing roads or appropriate service area; and for projects providing site improvements, a site map showing proposed improvements, including affected or proposed buildings or facilities, water and sewer lines, water storage tanks, treatment plants, drainage improvements, access roads, location of assisted industry(ies) on site plan, etc. Include other maps as necessary.

ALL maps should be LEGIBLE and contain a scale which is clearly marked on the map.

2) Benefits:
Include letters and other documentation which provide confirmation that the project will benefit the number of individuals it is targeting. Applicants are strongly encouraged to solicit letters from proposed beneficiaries. Letters from potential project partners should be included as evidence of additional project support.

3) Support:
Include letters and other documentation from individuals and organizations to provide direct support in the implementation of the project. This documentation should detail the nature of the support to be provided. Include, also, general letters and other documentation from individuals and organizations providing passive support ("we support the idea", "we think this would be useful", and so on).

4) Cost Documentation:
Include excerpts and analyses from appropriate sources for cost information. Where possible, include cost documentation which originates from reputable, objective, and independent sources.

5) Other Funding:
Letters, or other documentation showing a clear level of commitment of non-ARC ABDI resources from the entities responsible for providing such funding. If such commitment is contingent on board approval, then a copy of the resolution from the board should be included

6) ARC Project Summary:
All applicants must complete an ARC Project Summary per the guidelines in **APPENDIX C** and using the supporting information in **APPENDIX E**. YOUR PROPOSAL MAY BE REJECTED BY DHCD IF THIS SUMMARY DOES NOT ACCOMPANY IT. DHCD also reserves the right to request you to revise the Summary, as necessary, to conform with ARC guidelines.

7) Planning District Commission Review:
Include documentation that the proposal was submitted to the local Planning District Commission, such as a copy of the cover letter. Although PDC approval of these proposals is not required, include any correspondence received from the Planning District Commission following their review.

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Appendices

Appendix A—Proposal Cover Sheet

Project Name:_____

Applicant Contact Information:

       Locality/Organization Name: _____

       Address_____

               _____

       Phone/FAX Numbers: _____

       Contact Person: _____

       Title: _____

       Phone/Fax Numbers of Contact:_____

       E-mail Address: _____

Person Who Prepared this Application:

       Name: _____

       Address_____

               _____

       Phone/FAX Numbers: _____

       E-mail Address: _____

Project Location: (specify County (ies)/City(ies))

Census Tracts Served by this Project:

2000 Census:

Appendix A—Proposal Cover Sheet

Project Funding Summary:

Source	Amount	Percentage
	Total:	

Appendix B—Products and Outcomes

All projects submitted for Virginia ARC ABDI funding must meet one of the following ARC Objectives:

Goal 1: **Job Opportunities and Per Capita Income in Appalachia to Reach Parity with the Nation.**

Objective 1.4: Encourage projects which diversify the economic base

For example:

Product Measurement:	How much additional revenue has been generated in a 12-month period?
Outcome Measurement:	How many new businesses created? How many jobs created?

Goal 2: **Strengthen the Capacity of the People of Appalachia to Compete in the Global Economy**

Objective 2.7: Encourage communities and community leaders to develop knowledge, skills and abilities necessary to use existing and innovative telecommunications technology to assist in their community and economic development efforts.

For example:

Product Measurement:	How many participated in training? How many participants received certification due to training?
Outcome Measurement:	How many new businesses recruited to the area? How many jobs created?

Goal 3: **Develop and Improve Appalachia's Infrastructure to Make the Region Economically Competitive**

Objective 3.10: Assist in the local revitalization efforts that will increase the physical and economic revitalization of communities, neighborhoods and downtowns.

For example:

Product Measurement:	How many buildings were reconditioned or renovated?
Outcome Measurement:	How many businesses assisted? How many affordable housing units created?

Goal 4: **Build the Appalachian Development Highway System to Reduce Appalachia's Isolation**

Objective 4.2: Promote a development approach for the ADHS that preserves the cultural and natural resources of the Region while enhancing economic opportunity.

For example:
Product Measurement: What strategic planning was completed?

Outcome Measurement: How many new businesses were created?
How many jobs were created?

Most projects have straightforward performance measurements that are based on ARC outcome measures. For example:

- **Natural Asset** projects can usually be measured in terms of jobs created, business formation, and leverage private investment.
- **Cultural Asset** projects may use market or feasibility studies to estimate increased visitor traffic or projected revenues.
- **Leadership / Community Assets** products can be measured by terms of the number of participants, while long-term outcomes can be measured by the number of trainees with documented improvements. It is preferred to have t*rainees be certified by the trainer / provider* in contrast to just reporting the number of persons trained or participating.
- **Structural Assets** projects can typically be measured through job and business creation outcomes.
- **Business / Economic Assets** projects can often be measured through job and business creation, along with projected revenues or leveraged private investment, or number of persons trained

These performance measurements are not all inclusive, they are only meant to serve as a guide.

PROJECT SUMMARY FORMAT
(2 page maximum)

Project Title:

Project Grantee: Provide name, address, and contact information, including email.

County(ies) to be Served: List each county and its designation (e.g. transitional, distressed, etc.)

Basic Agency: Not required for non-construction projects

Goal/Strategy: Identify the primary ARC Goal and State Strategy which this project will address

Purpose: 1-2 sentence statement describing overall purpose of proposed project

Funding:

	Amount	%age	Source
ARC	$ 40,000	66%	ARC ABD
Federal			
State	10,000	16.6%	VEI
Local	10,000	16.6%	Non-Profit
	$60,000	**100%**	

Description: Description of major activities to be conducted under grant proposal. The description should address who, what, where, when and how for each major activity.

Rationale:
- Critical circumstances that compel project to be funded
- Local, regional and and/or state need for project
- Problems and/or issues that project will alleviate

Benefit:

- Results and accomplishments to be derived from project
- Other non-quantifiable benefits (e.g. new partnerships, improved standard of living, etc.)

Product/Outcome:
- Identify Products of this proposal (as defined by ARC)
- Identify Outcomes of this proposal (as defined by ARC)

Leveraged Private Investment
- Identify anticipated private sector commitments (with associated dollar amounts) and associated job impacts that follow as a result of this project for a three-year period following completion of the project.

Appendix D—Sources and Uses Budget

		ARC Total Budget	Non-ARC Total Budget	Total Budget
SOURCES				
Cash (itemized)				
	Subtotal			
In-Kind (itemized)				
	Subtotal			
	Total Sources			

		ARC Total Budget	Non-ARC Total Budget	Total Budget
USES				
Specific Activity A				
Itemize				
Cost elements				
	Subtotal of A			
Specific Activity B				
Itemize				
Cost elements				
	Subtotal of B			
Specific Activity C				
Itemize				
Cost elements				
	Subtotal of C			
And so on ….				
	Total Uses			

In response to the Appalachian Regional Commission's newly developed strategic plan, "Moving Appalachia Forward, ARC Strategic Plan 2005-2010" strategic goals, the Commonwealth of Virginia has developed objectives and strategies that will guide Virginia's investments of Appalachian Region Commission (ARC) funds for Fiscal Year 2006. These goals, objectives and strategies are described below:

Commission Goal 1: **Increase Job Opportunities and Per Capita Income in Appalachia to Reach Parity with the Nation.**

State ARC Objective: **Promote regional partnerships that support regional economic development, encourage activities that diversify the economic base, enhance entrepreneurial activities, develop a highly skilled, competitive workforce, and provide training and technical assistance to agents engaged in economic development.**

Strategies:

1.1 Encourage public-private sector partnerships and regional approaches to economic development, marketing, regional competitiveness, and business assistance.

1.2 Develop and market strategic assets for local economies (heritage and cultural tourism and creative economies).

1.3 Support tourism activities that are directly linked to overall regional economic development strategies.

1.4 Encourage projects which diversify the economic base.

1.5 Encourage communities and community leaders to develop the skills and tools necessary to use existing and innovative telecommunications technology to assist in their community and economic development efforts.

1.6 Participate in business development efforts which will assist existing businesses with expansion activities.

1.7 Assist in the expansion of the availability of capital for small and medium-sized businesses, including microenterprises and new small technology-based companies through the use of revolving loan funds or other financing mechanisms.

1.8 Assist small and medium-sized businesses to access markets for their products, with emphasis on export training and assistance that will enable them to participate in the international marketplace.

1.9   Encourage the development of telecommunications and other technologies to assist in improving the participation of Appalachian businesses in the international marketplace.

1.10   Support the expansion of value-added businesses and sustainable development strategies to build sustainable local economies.

1.11   Capitalize on the economic potential of the Appalachian Development Highway System.

1.12   Support programs that will ensure the availability of a workforce with skills and abilities required to promote economic retention and growth.

1.13   Implement workforce readiness programs such as technologically literate workforce training and technological training in math, science, and engineering that will ensure students are given the necessary skills to enable them to find and hold jobs.

1.14   Strengthen the delivery of workforce training programs among the various provider agencies in order to improve the business retention, expansion, and formation efforts.

1.15   Support programs that will provide access to entrepreneurship training for high school students and adults.

1.16   Foster civic entrepreneurship.

1.17   Assist communities and regions in establishing ongoing strategic planning and management processes.

1.18   Encourage efforts to establish ongoing local and regional civic and leadership development programs.

1.19   Encourage Local Development Districts (LDDs) to become more involved in local and regional capacity building.

Commission Goal 2:   **Strengthen the Capacity of the People of Appalachia to Compete in the Global Economy**

State ARC Objective: **Develop a world class work force that is well educated and appropriately trained for the job market, as well as provide adequate health care services throughout the Region.**

Strategies:

2.1   Provide skill development training for high demand jobs which currently lack adequate training programs (ex. construction).

2.2   Continue to support initiatives that will reduce the school dropout rates.

2.3   Support programs that will improve the enrollment of Virginia Appalachians in post-secondary education.

2.4   Continue to expand educational opportunities through telecommunications.

2.5   Strengthen the delivery of workforce training programs among the various provider agencies in order to improve the business retention, expansion and formation efforts.

2.6   Implement work force readiness programs such as technologically literate work force training and technological training in math, science that will ensure students are given the necessary skills to enable them to find and hold jobs.

2.7   Encourage communities and community leaders to develop knowledge, skills and abilities necessary to use existing and innovative telecommunications technology to assist in their community and economic development efforts.

2.8   Encourage the establishment of partnerships and innovative arrangements among health care providers in Appalachian Virginia in order to assure quality care and the efficient use of available health care resources.

2.9   Encourage the use of telemedicine technology to assist in the delivery of rural health care services, to include wellness and prevention efforts

2.10   Support projects which include wellness and healthcare prevention efforts.

2.11   Continue efforts to place doctors and other medical professionals in medically underserved areas through physician and other recruitment programs.

2.12   Support efforts to initiate and expand early childhood education programs.

2.13   Support programs to increase access to quality child care.

2.14   Encourage local leaders to develop innovative, cost-effective arrangements for delivery of healthcare services, including regional approaches, privatization and service consolidation.

2.15   Foster civic entrepreneurship.

Commission Goal 3:Develop and Improve Appalachia's Infrastructure to Make the Region Economically Competitive

State ARC Objective: **Assist communities to provide and develop an adequate physical infrastructure to support economic development opportunities and improve the quality of life.**

Strategies:

3.1   Assist community water supply and wastewater treatment projects that will support private investment leading to job creation or retention.

3.2   Assist community water supply and wastewater treatment projects that will support private investment leading to job creation or retention in distressed counties and that will address serious health/environmental compliance problems. Such projects could be proposed to be carried out through a Self-Help method of implementation.

3.3   Support continued efforts to expand the Region's stock of safe, affordable housing.

3.4   Build and enhance environmental infrastructure, such as brownfields redevelopment and eco-industrial activities.

3.5   Support infrastructure projects where installation of telecommunication conduit (dark fiber) is included in construction with the larger infrastructure project, to increase local and regional connectivity.

3.6   Provide financial and technical assistance to communities for development of industrial sites and parks, shell buildings, business incubators and micro-enterprises.

3.7   Increase accessibility and utilization of telecommunications technology, especially to identify markets and consumer groups.

3.8   Support public-private sector partnerships, which provide clear and measurable service outcomes directly associated with quality sustainable job creation activities, to deploy advanced traditional and nontraditional cost-effective solutions and increase advanced telecommunications infrastructure capacity.

3.9   Provide access to child and adult care services in specific work-related environments.

3.10   Assist in the local revitalization efforts that will increase the physical and economic revitalization of communities, neighborhoods and downtowns.

3.11   Support local access road projects which would result in job creation or retention opportunities or community revitalization.

3.12   Help establish multi-county projects for establishing solid waste collection, disposal and recycling.

3.13   Foster development of an intermodal transportation network.

3.14   Capitalize on the ADHS and its development potential.

Commission Goal 4: **Build the Appalachian Development Highway System to Reduce Appalachia's Isolation**

State ARC Objective: **Expand and upgrade existing roadways in rural communities to allow greater access to resources and opportunities for increased economic growth**

Strategies:

4.1   Capitalize on the ADHS and its development potential.

4.2   Promote a development approach for the ADHS that preserves the cultural and natural resources of the Region while enhancing economic opportunity.

4.3   Encourage strategic, appropriate development along ADHS corridors (industrial parks, commercial development, intermodal transportation).

4.4   Continue to support the development of the Coalfields Expressway.

4.5   Support infrastructure projects where installation of telecommunication conduit (dark fiber) is included in construction with the larger infrastructure project to increase local and regional connectivity.

4.6   Foster civic entrepreneurship.